



DEFENSE MEDIA ACTIVITY STRATEGIC PLAN FY 2014-17





DMA STRATEGIC PLAN

FISCAL YEARS

2014-2017

DMA Strategic Plan
Fiscal Years
2014-2017
www.dma.mil



Defense Media Activity
August 2013



ABOUT US

In the 2005 Defense Base Realignment and Closure Act (BRAC) report to the President, the Secretary of Defense recommended the creation of a new DoD Media Activity that consolidated a number of military department media organizations with similar missions into a new organization. These organizations were:

- Army's Soldier Magazine, Fort Belvoir, Virginia.s
- Naval Media Center, Anacostia Annex, District of Columbia
- Army Broadcasting-Soldier Radio/TV, Alexandria, Virginia
- Air Force News Agency-Army/Air Force Hometown News Service, San Antonio, Texas

The Secretary's recommendation also included co-locating American Forces Information Services (AFIS) with the new DoD Media Activity and the existing Defense Information School at Fort George G. Meade, Maryland.

Furthermore, the Secretary's recommendation met several important Department of Defense objectives with regard to future use of leased space, rationalizing the presence of DoD activities within the National Capitol Region (NCR), and enhanced security for DoD activities. The creation of a new DoD Media Activity, as the result of consolidating a number of entities with similar missions, promoted "jointness" and created opportunities for common support cost savings and operational synergy. The consolidation reduced the Department's reliance on leased space by eliminating approximately 75,000 Usable Square Feet (USF) of leased administrative space. The location of the activity at Fort Meade, which is outside the boundaries of the NCR, provided a dispersion of DoD activities away from the dense concentration around Washington D.C. This, plus the immediate benefit of enhanced force protection afforded by Fort Meade provided compliance with force protection standards. In November 2005 the BRAC recommendations assumed the force of law and the Department was required to execute them by September 15, 2011. DoD Leadership formally began work in late in 2006 to design DMA's new home at Fort Meade.

The Secretary may provide for the performance of a supply or service activity that is common to more than one military department by a single agency of the Department of Defense.

10 U.S.C §191

In 2007, as DMA planning moved forward, executive leaders recognized that the BRAC recommendation had three shortfalls. First, it would result in two co-located organizations – the consolidated Military Service organizations and AFIS. Secondly, the similar Marine Corps functions were not included. Finally, the BRAC recommendations had no specific timeline of actions other than the September 2011 deadline. Subsequently, on September 24, 2007, the Deputy Secretary of Defense (DSD) issued the directive-type memorandum, "Establishment of the Defense Media Activity" to address these shortcomings. As a result, the Secretary of Defense formally established the Defense Media Activity (DMA) on January 1, 2008 via DoD Directive 5105.74. On October 1, 2008, the Military Departments retained the BRAC personnel savings and the



remaining positions and budget were transferred to DMA . On April 8, 2009, DMA held a ground-breaking ceremony in a field on Fort Meade. After more than two years of hard work, DMA opened its doors in April 2011 and welcomed the first members of the new DoD Media Activity. By August 2011, the final staff moves completed the transition from the former organizations into the new DMA. It's important to note that DMA is far larger than the headquarters and media facility and the DINFOS schoolhouse at Fort Meade. More than half the organization is stationed around the world.



DMA Family of Brands

Today, DMA keeps DoD audiences around the world informed, collects and preserves the Department's visual information records and trains the Department's Public Affairs and Visual Information professionals. DMA is the DoD's direct line of communication for news and information to U.S. forces deployed worldwide, on land, sea, and air. It presents news, information, and entertainment through media outlets, including radio, TV, Internet, print media, and emerging media technologies. DMA broadcasts radio and television to forces in 177 countries and 279 Navy ships at sea with Department-specific news and information programming. DMA is home to many brands recognized by the DoD and national audience to include Soldiers Magazine, Navy All Hands Magazine, Marines Magazine, Airmen Magazine, American Forces News Network, American Forces Press Service, Joint Hometown News Service, Defense Information School, The Pentagon Channel, and the Defense Imagery Management Operations Center (Formerly Joint Combat Camera Center). DMA operates the editorially independent Stars and Stripes newspaper free from chain of command influence - a uniquely American institution among the worlds' military forces. DMA supports its overseas service members via its Broadcast Center in Riverside,

California, AFN affiliates and Stars and Stripes reporters around the globe. DMA trains all of DoD's Public Affairs and Visual Information professionals, military and civilian – nearly 3200 students per year. Finally, DMA serves the DoD and the American people by managing visual records (photos, videos and audio recordings) via the Defense Visual Information Records Center co-located with the Broadcast Center in Riverside, California. These records are collected, managed and offered to the National Archives to be preserved as the United States historical record of the Department of Defense and Military Services.

DMA headquarters and production facility is located at 2700 Taylor Avenue, Fort George G. Meade, Maryland. Our website is <http://www.dma.mil>.



DIRECTOR'S MESSAGE

The Defense Media Activity FY 2014-2017 Strategic Plan is the result of its leadership and staff looking to grow its capabilities in quality and efficiency. It was prepared with strong consideration of the changes in the communications and information exchange landscape and the challenging budgetary times for the Department of Defense. The plan seeks to provide a road map using these two realities to evaluate the potential opportunities and challenges. This four-year plan focuses on the Defense Media Activity's future within the Department of Defense and the ever changing global communications environment.

Media communication has made a significant transformation in the past eight years since the decision to create DMA was made. At that time no one envisioned the world-wide changes that we face in the media and mobile communications arena today. For this reason, we first analyzed our reason for existence and the importance of our mission with stakeholders and our global audience. With today's landscape of social media and mobile communications the department and military service unique communications needs have become even more vital. DMA provides the capability for the defense community to converse with its audiences through a variety of communications platforms not available through commercial communications avenues.

We began to look hard at ourselves with a complete top-down internal review that evaluated our mission and operational alignment. We also conducted a bottom-up review via an employee survey and by engaging our military service and DoD stakeholders to complete the study. The results were enlightening as we discovered some organizational structural challenges caused by the communications capability program consolidations that formed DMA.

We also looked at ourselves within the DoD construct, taking into account the President's guidance in our National Security Strategy, Secretary of Defense Guidance, the Quadrennial Defense Review, and other guiding documents. Furthermore, we analyzed the requirements from the Government Performance and Results Act Modernization Act of 2010 (GPRAMA) and OPM Circular No. A-11 to ensure we had the right focus on mission and performance. We balanced all of this information in our strategy formulation as highlighted throughout this plan.

As you will see from our results and planning for our future; the Defense Media Activity is resourced and aligned to be the primary internal communications tool for the Department of Defense and each of its military services. The goals focus both internally and externally as we strive to deal with the ever changing environment. The objectives provide us short and mid-term aims to adjust as needed in our fast-paced world of media communications. These goals and objectives are also measurable for accountability and capability adjustments towards further improving our services. With our sights set on a team effort to accomplish our mission, this plan seeks to position the Defense Media Activity to be, "the #1 media community for America's Defense conversation."



Ray B. Shepherd



SYMBOLISM OF OUR SEAL

The five stars represent each of the consolidated media groups. The shield symbolizes defense and safeguarding America's freedom. Purple represents the joint military mission of the activity. The annulets represent the strata of airwaves expanding outward into the infinite. The globe symbolizes a world-wide reach to the combined activities. The annulet combined with the globe embodies the camera lens focused on the world. The cinnamon wreath represents success and champions all forms of communication. The bundle of lightning bolts is a reference to the speed with which communications travel through the five media groups combined as one.





CONTENTS

About Us.....	v
Director's Message.....	vii
Symbolism of our Seal.....	viii
Contents.....	ix
 Section 1: Introduction.....	1
Opportunities.....	2
Challenges.....	2
External.....	2
Internal.....	3
Stakeholders.....	4
Governance.....	5
DMA Vision, Mission and Business Values.....	6
Vision.....	6
Mission.....	6
Business Values	6
Our Organization.....	7
Our Programs.....	8
 Section 2: Strategy.....	9
Overview.....	9
A Guide to Our 2014-2017 Goals.....	10
Components of our Goals.....	10
Strategic Alignment.....	10
Goal 1. Make DMA the Best Place to Work in DoD.....	11
Preamble.	11
Key Challenges.....	11
Major Elements of the Goal.....	11
Goal Owner.....	12
Contributing Programs.....	12
Success Measures.....	12
Goal 2. Transform the Way DMA Does Business.....	13
Preamble.....	13
Key Challenges.....	13
Major Elements of the Goal.....	13
Goal Owner.....	14
Contributing Programs.....	14
Success Measures.....	14
Goal 3. Promote Awareness and Value of the DMA Family of Brands.....	15
Preamble.....	15
Key Challenges.....	15
Major Elements of the Goal.....	15



Goal Owner.....	15
Contributing Programs.....	15
Success Measures.....	16
Goal 4. Evolve How We Converse with Global Audiences.....	17
Preamble.....	17
Key Challenges.....	17
Major Elements of the Goal.....	17
Goal Owner.....	17
Contributing Programs.....	17
Success Measures.....	18
Goals Summary.....	19
Section 3: Implementation.....	21
Strategic Planning.....	22
Environmental Analysis.....	22
Strategy Development.....	22
Strategy Implementation.....	22
Monitoring, Evaluation, & Control.....	22
Budgeting.....	23
Performance Execution.....	23
Monthly Resource Reviews.....	23
Quarterly Reviews.....	23
Annual Strategic Assessment.....	24
Annual Performance & Financial Summary.....	24
Stakeholder Engagement.....	24
Summary.....	25
Appendix A—DoD Program Elements.....	27
Appendix B—Stars and Stripes Information.....	29
Figure 1. <i>DMA Organization</i>	7
Figure 2. <i>DoD Program Alignment</i>	8
Figure 3. <i>DMA Strategic Alignment</i>	10
Figure 4. <i>DMA Strategic Management Framework</i>	21
Figure 5. <i>DMA Strategic Planning Process</i>	22
Table 1. <i>DMA Goal Summary</i>	19





SECTION 1: INTRODUCTION

In 2005, the framers of the DMA concept saw an opportunity to create a capability that could be the most effective and efficient direct line of communication to the DoD and national audience while also being economical. Merging several organizations with multiple ways of doing business and years of practice doing it into a consolidated organization is a significant challenge in the best of times. But the years between 2005 and 2011 were tough ones as the new DMA building had to be designed, built and equipped while continuing to serve our clients around the world. During this time, the organizational structure went through several



DMA Headquarters & Production, Fort Meade, MD

changes until a final decision was implemented before the doors opened in April 2011. By the end of August 2011, the remaining staff from the previous geographically separated organizations moved into the DMA building on Taylor Avenue at Fort Meade. This last physical act of success to get five different organizations under the same roof created a new set of challenges.

As described in the **About Us** section of this plan, the organizations consolidated into DMA were very diverse. Not only did they come from different parts of the country, they also brought with them the history, heritage and culture of their respective military services. Each organization had been

structured to follow specific command and control, and resource management processes directed by its branch of service. The various attitudes and behaviors created a new set of challenges as DMA leaders sought to build a cohesive team to put the DMA concept into action.

Finally, DMA's senior leadership position was in a state of flux after the organization's creation as several Acting Directors focused on the monumental challenge of the physical move to Fort Meade. But on February 10, 2013, Ray B. Shepherd was appointed as the DMA Director. Mr. Shepherd brings a wealth of knowledge and experience to the organization from his 29 years in the Air Force and 10 years in the corporate world. Within a few short weeks of the appointment, the Assistant to the Secretary of Defense for Public Affairs (ATSD (PA)) directed Mr. Shepherd to conduct an Internal Review to address a few areas of concern that had been highlighted over the past two years by the previous Acting Directors and in the Office of Personnel Management's (OPM) 2012 Federal Employee Viewpoint Survey results.

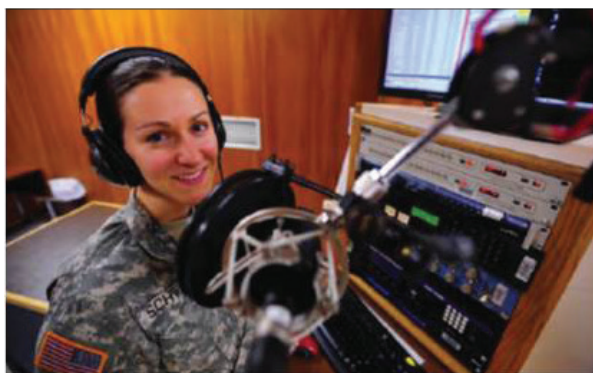
The Internal Review focus areas were Mission Analysis, Manning & Personnel Resource Mission Alignment, Budget & Mission Alignment, Headquarters Size & Structure, and a few other organizationally focused areas. Mr. Shepherd realized the internal review would provide him with a significant amount of information on the organization structure and processes, but he needed to "feel the pulse" of the people as they are DMA's most important resource. Consequently, he initiated a DMA Employee Viewpoint Survey to evaluate the organization's



climate which included both the civilian and military workforce (The OPM Survey only included DoD civilians). The survey results highlighted numerous other internal challenges that needed to be addressed. To ensure we did not lose sight of issues that impact DMA from the outside, the director initiated a workgroup to address external factors. The team worked in parallel with the internal review process and employee survey to produce a report for strategic planning purposes. By the middle of June 2013, DMA leaders had a much clearer picture of our opportunities and challenges.

OPPORTUNITIES

DMA is comprised of an experienced, talented, creative and dedicated workforce. Our media professionals take pride in their products and services by applying their expertise to the public affairs, broadcasting, videography, photography, television production, and broadcast engineering tradecrafts. Furthermore, the support personnel provide outstanding customer service to DMA and our clients. We believe our workforce is the most important opportunity for our future success.



Sgt. Rebecca Schwab, AFN Bavaria

Even though rapidly changing technology and social media landscape are challenges (as outlined in the next section), we believe they are opportunities where innovation can play a role in our success. What better way to be the direct line of communication to our audience than through the devices and social media they use on a daily basis. We must recognize these opportunities if we are to stay a relevant DoD organization in the 21st Century.

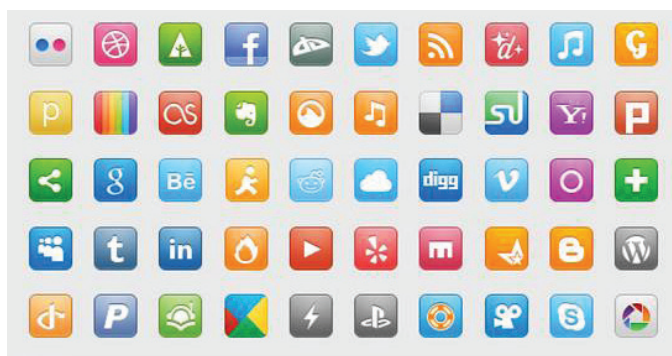
Finally, we realize that our mission is an extremely important one for the DoD and national audience. In an environment of justified government transparency, DMA is the tip of the spear. The Secretary of Defense put a significant amount of responsibility on our organization in the BRAC recommendation. The DMA people take this responsibility very seriously and will continue to execute our mission in the most trustworthy manner possible.

CHALLENGES

EXTERNAL

As with other DoD and Federal organizations, the external challenges we face are the same. The overall federal budget is under great scrutiny due to the ongoing recession. This has a significant impact on DoD and subsequently DMA. Along with the rest of the Department we experienced a very ambiguous 2013 Fiscal Year that resulted in employee furloughs, program adjustments, and across-the-board cuts. We learned a lot from this experience and it played a major role in the development of this strategic plan.

DMA is a “media” organization which puts us in the crosshairs of sociocultural and technological change. The significant advances in computing and mobile devices coupled with the global embracement of social media,



Social Media Apps Today

makes planning a challenge for our leaders and people. The DMA team realizes that this cycle of change is getting faster every day. Therefore, it is incumbent upon DMA to be innovative, especially in the light of the aforementioned budget challenges.

Finally, non-profits, consulting firms, and academic researchers have produced a significant number of reports addressing the aging federal workforce. The reports indicate that roughly 50% of the civilian workforce is within five years of retirement eligibility.

Based on the results of the Federal Employee Viewpoint Survey, DMA is no exception. Other reports specify a closely related challenge whereby the new generation (Millennial or Gen Y) is not as attracted to federal government service as they are to the private sector. The new generation's reasons address areas such as work/life balance, employee recognition, and salary expectations. Compounding DMA's challenge is that military service members, who rotate on an average 3-year tour, make up over half of our workforce. Therefore, DMA's workforce challenge is two-fold— (1) we must attract the next generation workforce and (2) create a way to capture the extensive amount of knowledge from our current workforce and from the rotating military members.

INTERNAL

As previously highlighted, DMA did a top-down and bottom-up review of the organization. At the conclusion of the three-month process, we discovered some challenges that are internal to DMA. Unlike the external challenges that are, for the most part, out of our control, internal challenges are within our control. Consequently, DMA leadership took a hard look at the internal review and DMA employee survey results.

First, internal communications surfaced as the predominant challenge in the Internal Review and DMA Employee Survey results. In general, DMA does an outstanding job performing its mission and five mission areas, but struggles with vertical, horizontal and cross-functional communication. Based on detailed analysis, reasons for this challenge are multifaceted, but predominately relate to the merger of organizations into DMA outlined in the About Us section. Even though DMA has formally been in existence since 2008, the physical merger did not come to a close until the summer of 2011. Therefore, DMA is experiencing typical organizational change issues due to the consolidation.

The review and survey results indicated a second challenge—DMA leadership is not as effective as it could be. We put this challenge into context with the lack of a permanent director for a significant period of time, which also equaled a lack of strategic and operational guidance. Employees felt that DMA leadership was not focused on the future, which when combined with the internal communication challenge, fostered a status quo, resistance-to-change environment.



The Internal Review and DMA Employee Survey results highlighted inefficient business operations as another challenge. Due to the merger DMA has not established the capability for structured and unstructured workflow processes supporting technology spending, financial management, acquisition, task tracking, knowledge management, and other business needs. Furthermore, numerous legacy applications and databases need to be updated or replaced to streamline operations. DMA employees want to accomplish our internal business via the most efficient manner so they keep their primary focus on media communications.

Workforce development was the fourth challenge. Even though DMA has a highly trained professional workforce, the fact is most of this capability is acquired through hiring quality people. Additionally, the military specialists assigned to DMA receive systematic training through the Defense Information School. The Internal Review and DMA Employee Survey results indicated that DMA needs a continuous workforce development program that builds upon existing knowledge and skills of the individual, teams and organization.

Leadership and employees identified the final internal challenge as performance measurement. The consolidation of organizations into DMA brought to light (1) the lack of performance measures in some mission areas, (2) partial performance measures in other mission areas, and (3) some “good, but needs improvement” measures in other mission areas. This challenge is critical to DMA’s future because performance measures are the results of mission execution. Furthermore, the Government Performance and Results Act Modernization Act of 2010 (GPRAMA) require that we continuously improve our performance via an effective and efficient performance management system.

“Provide a mentoring program.”

“Ensure a quality workforce is maintained.”

“Provide opportunities for advancement, training and career enhancement.”

“Improve management training.”

Survey Responses

STAKEHOLDERS

First and foremost, DMA’s primary stakeholder is the American people. We recognize that we cannot execute our mission without the full support of our public audience. This understanding drives our strategy and empowers us to deliver the best product and service possible, but also reminds us to be mindful of our responsibilities and prudent with our resources.

As a DoD Field Activity, we execute our mission for the Secretary of Defense under the Assistant to the Secretary of Defense for Public Affairs. We support the communication needs of the Office of the Secretary of Defense (OSD), the Military Departments, Combatant Commands and other DoD Components via numerous channels and products. We understand that our strategy must align with the DoD Quadrennial Defense Review (QDR) goals and the Strategic Management Plan (SMP) goals. This alignment is outlined in the Section 2 of this plan. Furthermore, we embrace the DoD Principles of Information and will “make available timely and accurate information so that the public, Congress and the news media may access and understand the facts about national security and defense strategy.”



The military departments and services are very important stakeholders in two ways. First, we serve them through our service unique media products developed to convey their messages. We made a promise to military service leaders that we will support their unique messages for their unique audiences. This promise was instrumental in our strategy development and we will seek ways to add to this commitment by sharing information through cross-cutting efforts with the Military Services and the DoD at large.

Second, each military service leader produces strategic guidance and strategy to which we must be attuned. This is important for our strategy and the messages of our service unique media groups. As common service provider for the DoD, we are expected to understand the vision and future of the military services.

Finally, our people are stakeholders that execute the mission on a daily basis. We value their contributions as an equal partner in the decision-making process for DMA's future.

GOVERNANCE

Many corporations have a board of directors as a means of governance to ensure their stakeholders' needs are addressed and investments are protected. DMA utilizes a number of external and internal governance bodies to accomplish the same for our stakeholders, even though the "investments" are not stocks or bonds, but the tax payer's money. We have a "corporate-level" body, the Defense Media Oversight Board, composed of OSD, Joint Chiefs of Staff and military service leaders to ensure our policies, priorities, and programs reflect DoD-wide and Military Service-unique messages and communication requirements. Our business-level committees and working groups ensure we effectively deliver our products and services. We also execute internal governance bodies to ensure we meet the needs of our people. These include but are not limited to Senior Enlisted Advisory Council, Senior Officer Advisory Council, Senior Management Council, and the Civilian Employee Council. The DMA governance bodies are an integral part of our strategic planning process, which we use to ensure our long-range planning is properly focused.





DMA VISION, MISSION AND BUSINESS VALUES

VISION

Be the #1 media community for America's Defense conversation.

MISSION

DMA provides a broad range of high quality multi-media products and services to inform, educate, and entertain Department of Defense audiences around the world. As listed in DoD Directive 5105.74, our mission areas are:

"DMA needs a central vision that is clearly communicated to everyone down to the lowest ranking individual."

Survey Responses

Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.

Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.

Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.

Provide, throughout the Department of Defense and to the American public, high quality visual information products, including Combat Camera imagery depicting U.S. military activities and operations.

Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry level skills and long-term career development requirements.

BUSINESS VALUES

Our business values drive the way we conduct ourselves as a Defense Field Activity providing common services across DoD and to our worldwide audience. As a Defense Activity, we recognize, embrace and support the Core Values of each of our military services. In addition, we established Dedicated, Agile, Relevant and Trustworthy as the DMA Business Values. We believe these represent us well for the following reasons:

- We must be ***dedicated*** to our missions, audiences, stakeholders, and our professional teammates.

- We – organizationally and individually – must be *agile*, so that we can be sufficiently flexible, adaptable, timely and responsive to the increasingly dynamic demands of our strategic environment. We must be continuous learners as individuals, and as learning organizations at every level.
- With the diversity of our products – information, VI records and training - we must work as a team, trusting each other, and behaving individually and collectively with honesty and integrity so that we remain a trustworthy media platform and service provider for our audiences.
- Finally, we must remain relevant because our work is of a nature that requires us to operate in an information, communications, media and technological environment that is rapidly evolving with an ever accelerating rate of change.

OUR ORGANIZATION

DMA is organized as follows and depicted in Figure 1:

- Headquarters Component—the entity that provides activity level staff advice and assistance to the Director, DMA and other components in a subject matter area such as Human Capital, Financial Management, General Counsel, and others.
- Principal Operating Components—entities that execute and support our core missions.

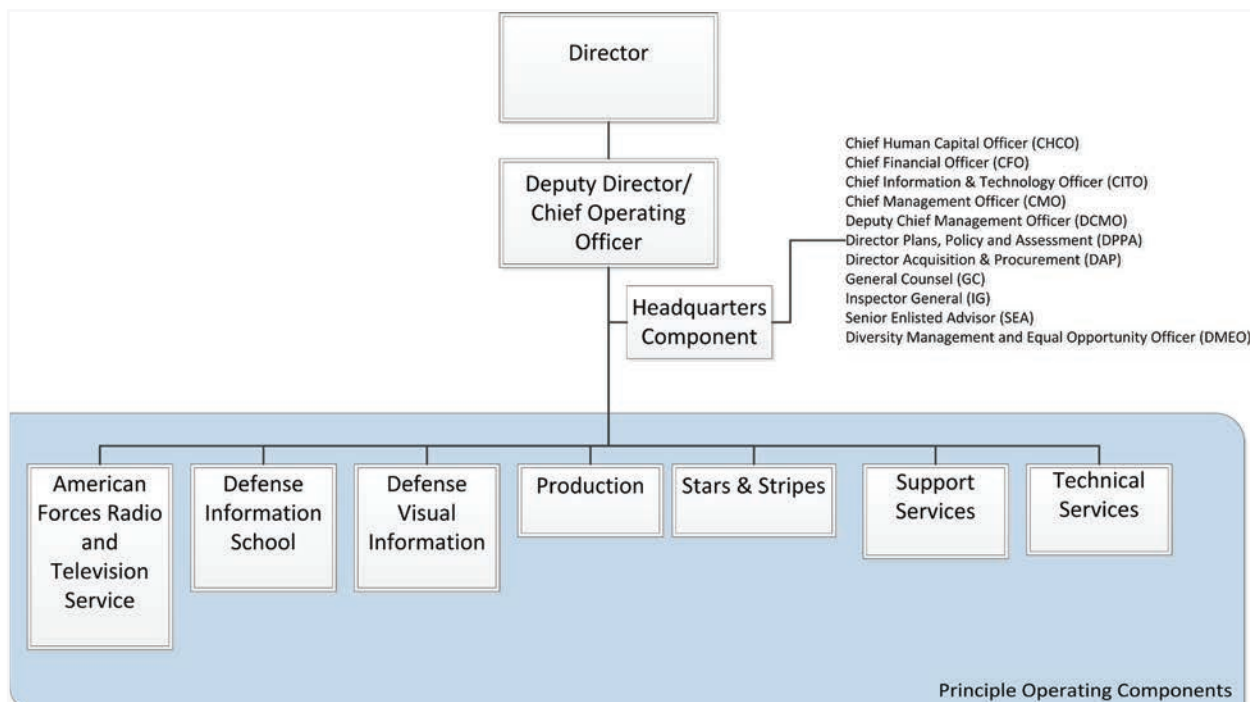


Figure 1. DMA Organization



OUR PROGRAMS

The DoD has 34 Programs, outlined in the DoD Program Inventory 2013* to execute the mission of the department. The DMA budget is derived from the DoD Program titled Other Personnel Support. From this program, the department established seven DoD Program Elements to execute the DMA mission via our internal Mission and Support Programs. The DoD Program Elements are described in Appendix A—DoD Program Elements. Figure 2 depicts the nesting of the DMA Programs within the Federal government and DoD budget. The DMA Program execution is discussed in the **Implementation** section of this strategic plan.

*The DoD Program inventory is available at

<http://goals.performance.gov/federalprograminventory>

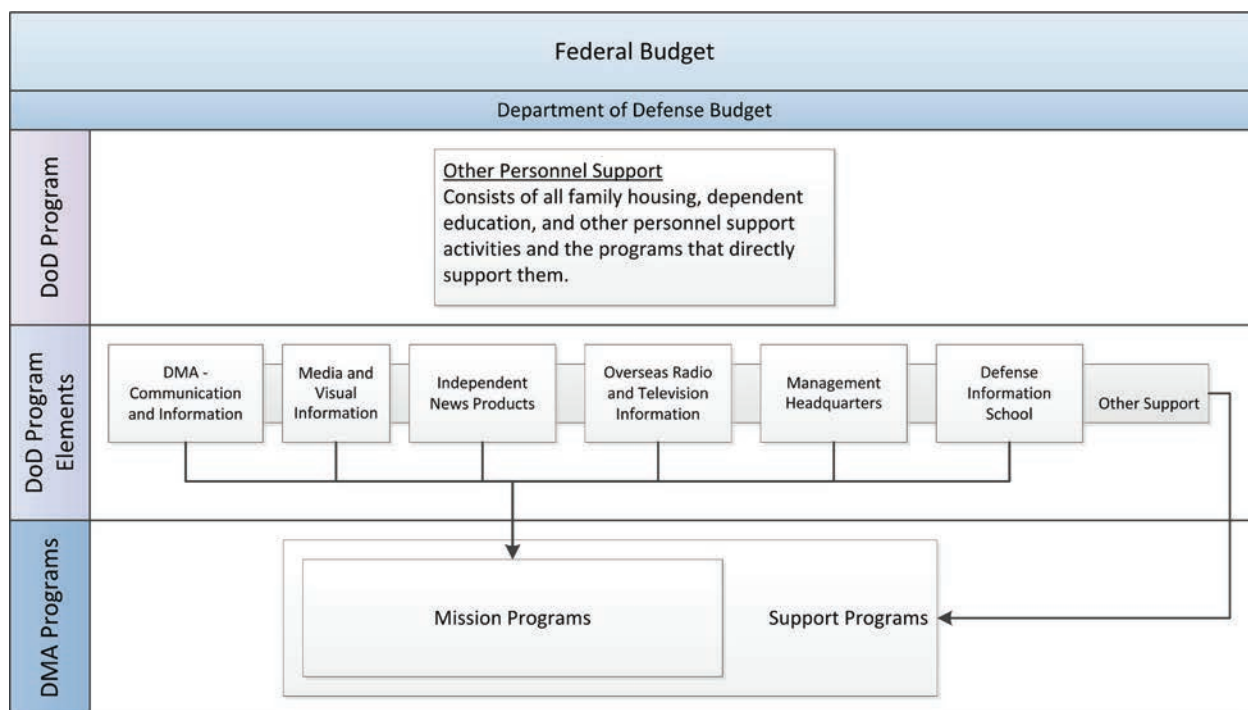


Figure 2. DoD Program Alignment



SECTION 2: STRATEGY

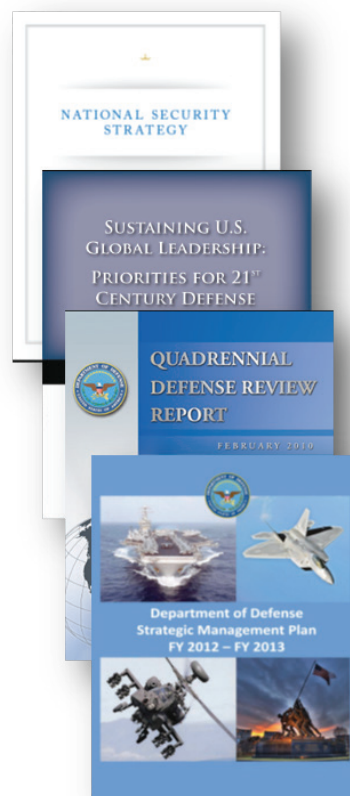
OVERVIEW

We realize our strategy must start with an understanding of the National Security Strategy. The President's guidance provides the global perspective that sets the stage for DoD with specific themes that cascade through the DoD Strategic Guidance, QDR, and SMP. As we developed the DMA Strategic Plan, we made a thoughtful alignment with the overall strategic guidance outlined in these documents.

We analyzed the President's guidance on Strategic Communications and Defense. The communication theme resonated with us as we are the direct line of communication to the DoD and national audience. The President's guidance was clear—"Aligning our actions with our words is a shared responsibility that must be fostered by a culture of communication throughout government." We believe our vision and mission compliment this guidance and our goals were specifically developed with this theme in mind.

The President's defense theme highlighted the 2010 QDR goals, but added special emphasis on our department's people. The 2012 National Defense Strategy articulated this further with a focus on the Joint Force of 2020. Furthermore, the 2012-2013 SMP provided specific management goals ensuring the department's focus reflected that of the President's and Secretary of Defense. DMA's strategy is no different as we recognize our people as the essential element in our success today and for the future.

As we looked at our opportunities, strengths and challenges, we discovered four predominant themes that drove our goal development—people, business operations, services, and audiences. Therefore we developed four multi-year goals to overcome our challenges by taking advantage of our opportunities and strengths so we can realize our vision to "be the #1 media community for America's Defense conversation."





A GUIDE TO OUR 2014-2017 GOALS

COMPONENTS OF OUR GOALS

Goal: Describes the broad outcome DMA aims to achieve in support of our mission to overcome the challenges.

Preamble: Provides an introduction to the goal.

Key Challenges: Describes the key challenges that the goal addresses.

Major Element of the Goal: Describes major elements that are considered for actions taken to achieve the goal.

Goal Owner: Identifies the responsible officer for tracking and reporting goal execution.

Contributing Programs: Identifies DMA Programs that contribute to the goal.

Success Measures: Describes indicators we will use to determine goal success.

STRATEGIC ALIGNMENT

Per the DoD Program Inventory, our program is aligned to QDR Goal 4. But we recognize the supporting function our mission and five missions provide to QDR Goals 1-3.

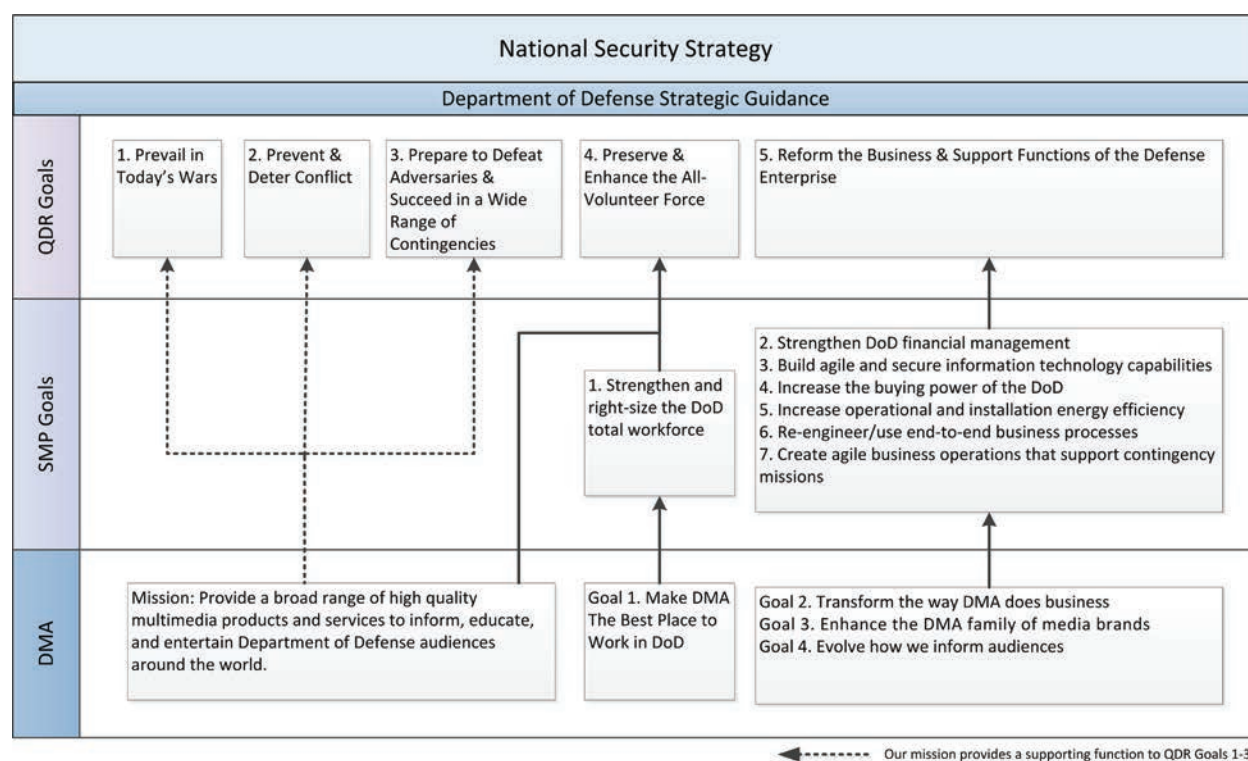


Figure 3. DMA Strategic Alignment



GOAL 1. MAKE DMA THE BEST PLACE TO WORK IN DOD.

PREAMBLE. DMA is comprised of an experienced, talented, creative and dedicated workforce. We utilize our constrained resources to the maximum extent possible with a sharp focus on the mission. Our people feel that the work they accomplish is meaningful and provides valuable products and services to our audiences. But, our Internal Review and DMA Employee Survey identified challenges that impact employee satisfaction and limits our growth as a newly formed field activity. Therefore, we created our first goal to support all of our people to ensure we strive for workplace excellence. We want DMA to be the most sought after workplace by military members, as well as civilians professionals seeking a career in public service.

KEY CHALLENGES

- Employees feel DMA is lacking in its ability to provide an environment of consistent internal communications and knowledge sharing.
- Due to the inherent problems of combining many organizations into a single, DoD Field Activity, employee satisfaction with leadership is low.
- Due to the DoD budget and organizational merger issues, DMA's workforce development planning has not had effective guidance for maintaining workplace excellence.
- DMA's organizational structure has not achieved a good balance of effectiveness and efficiency due to the short-term focus required by the management and logistical needs of consolidation.
- DMA's workforce demographics are not balanced per employee feedback, survey results, and diversity scorecards.

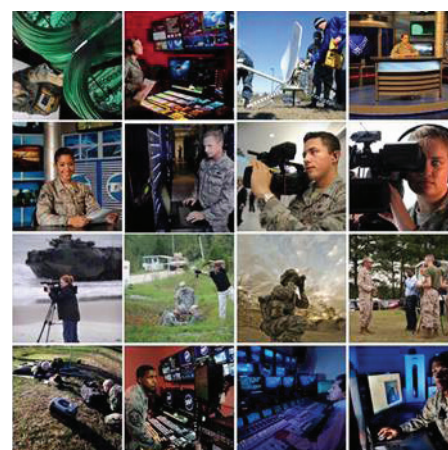
MAJOR ELEMENTS OF THE GOAL

Diversity. Create, maintain and promote an atmosphere of respect for our highly qualified, diverse civilian and multi-service workforce.

Effective Leadership. Generate motivation and commitment, encourage integrity, and treat people fairly, while promoting professional development, creativity, and employee empowerment.

Internal Communication. Communicate horizontally, vertically (up & down), and cross-functionally to share knowledge and ensure transparency throughout our organization.

Recruitment and Retention. Recruit people with the right skills for the right job and retain a team of professionals who make our mission successful and viable.





Training and Development. Train and development our people so they can effectively perform their jobs by improving skills and promoting personal growth to pursue a career path.

Work/Life Balance. Create an environment where our leaders support a balance between work and life and promote reasonable and feasible workloads using flexible schedules that support the mission.

GOAL OWNER

Chief Human Capital Officer (CHCO) provides policy direction, oversight, and administrative services, with all DMA Principal Operating and Headquarters Components contributing to this goal.

CONTRIBUTING PROGRAMS

The Workforce Development and Human Resources Support programs are the primary contributors to this goal.

SUCCESS MEASURES

- Make DMA the #1 place to work in the DoD in the *Best Places to Work in the Federal Government* report.
- Surveys, program evaluations, and diversity scorecards reflect a highly qualified and diverse DMA workforce.
- Military officers meet or exceed their associated Service selection rates for promotion, command selection, and selection for intermediate and advanced Professional Military Education.
- Non-commissioned officers meet or exceed their associated Service selection rates for promotion.

*The Partnership for Public Service, (a non-profit, nonpartisan organization) who publishes the Best Places to Work in the Federal Government Report, ranks DMA with the Office of the Secretary of Defense, Joint Staff, Defense Agencies, and DoD Field Activities.

www.bestplacetowork.org



GOAL 2. TRANSFORM THE WAY DMA DOES BUSINESS.

PREAMBLE. The various processes in practice in the separate organizations served our employees well in the past, but are not efficient for our new DoD Field Activity. We also understand that many laws, policies and procedures require us to improve our overall performance so we can be an extremely efficient and effective common service provider for the Department. Therefore, our second goal takes aim at transforming our business practices for the 21st Century.

KEY CHALLENGES

- DMA has disparate knowledge portals, repositories, and workflows.
- DMA has inefficient business processes that are not program- focused.
- DMA does not have a fully vetted and implemented Performance System.*
- DMA has disparate Information Technology (IT) such as networks, systems, databases, and software.
- DMA has inconsistent ways of program management.

*The Governance Performance and Results Act Modernization Act of 2010 (GPRAMA) and the Office of Management and Budget (OMB) Circular No. A-11 provides guidance and requirements for the Federal Performance Framework.

MAJOR ELEMENTS OF THE GOAL

Business Process Management. Streamline and improve operations through a continuous process improvement approach.

Collaboration, Communication, and Learning. Internal conversations must focus on teamwork, information sharing and learning, so we can improve conversations with our audiences.

Client and Stakeholder Engagement. Maintain an open dialogue with our clients and stakeholders so we can improve our products and services.

Financial and Internal Controls. Apply resources in support of strategic goals and prioritized programs.

Performance Improvement. Improve our mission performance through strategic management by setting clear goals, sharing knowledge, and measuring and analyzing results.

Synchronization. Messages, both internally and externally, are synchronized to ensure our people and our audiences receive clear, consistent and concise messages.

“We are strongly committed to improving our business practices to deliver efficient and effective support to the Warfighter, thereby proving ourselves to be prudent stewards for the American taxpayers. The Nation expects no less.”

DoD Strategic Management Plan, FY12-13



Technology. Create a more efficient information technology footprint by understanding stakeholder requirements, partnering with other agencies, adopting enterprise solutions, and embracing mobile platforms.

Transparency and Accountability. Actions and results will be open so we can gather lessons learned from anywhere to improve our performance.

GOAL OWNER

The Deputy Chief Management Officer (DCMO) provides direction, synchronization, integration and coordination, with all DMA Principal Operating and Headquarters Components contributing to this goal.

CONTRIBUTING PROGRAMS

All DMA Mission and Support Programs contribute to this goal.

SUCCESS MEASURES

- DMA has a single Knowledge Management (KM) program that provides our people the ability to learn from each other, create and discover valuable information, and reduce business process time which results in better decision-making and improved organizational performance.
- DMA business processes are aligned to our Mission and Support Programs that facilitate continuous process improvement as indicated by results of employee climate surveys.
- DMA has a comprehensive Performance System that includes the appropriate measurements for the DMA programs and viable metrics for our products and services.
- DMA employees rate Business Operations category as one of the three missions we do best.
- A DoD Chief Information Officer (CIO) approved DMA IT plan that supports the Joint Information Environment and enables efficient collaboration across the entire worldwide DMA enterprise.
- A single, streamlined program management methodology that supports the DMA missions.
- DMA Headquarters and Components have staff members trained in best business practices, certified in industry-standard methodologies, and empowered to implement continuous performance improvement (CPI) activities.

GOAL 3. PROMOTE AWARENESS AND VALUE OF THE DMA FAMILY OF BRANDS.

PREAMBLE. DMA has numerous brands that have been a part of the Department and military services for many years. Some harken back to the Civil War, while others came about with social media. We realize the importance of our brands and the services and products that accompany for our clients and audiences. We embrace our diverse brands and will work to increase their effectiveness and recognition.

KEY CHALLENGES

- Based on feedback via our governance process, some of our brands' products/service are disconnected from our clients and audiences
- Our governance process is stove piped per organizational structure and not synchronized for more efficient feedback for strategic planning and performance management
- DMA does not have a Corporate Communications program to effectively promote our brands

MAJOR ELEMENTS OF THE GOAL

Consistency and Synchronization. Provide a consistent, synchronized message that creates awareness of our brands.

Culture Awareness. Identify and support the cultural needs of our various clients and audiences that connect with our brands worldwide.

History and Tradition. Ensure the history of our brands is documented and embrace the rich traditions that drive them.

Name Recognition. Ensure our audience easily identifies the products/services by the brand.

GOAL OWNER

The Chief Management Officer (CMO) provides direction, synchronization, integration and coordination, with all DMA Principal Operating and Headquarters Components contributing to this goal.

CONTRIBUTING PROGRAMS





All DMA Mission and Support Programs contribute to this goal.

SUCCESS MEASURES

- Our clients and audiences provide feedback that DMA consistently uses to continually meet their expectations and improve our products and services.
- A systematic governance process that is tied to strategic planning and performance management providing valuable information for the annual audits.
- The Corporate Communications program is effectively connects our audiences to our brands based upon quantitative and qualitative analysis.



GOAL 4. EVOLVE HOW WE CONVERSE WITH GLOBAL AUDIENCES.

PREAMBLE

DMA has always embraced innovation to provide the most relevant products and services to our audiences. But the technological advances of the last five years are indicators that we must be prepared to change at an even faster pace. The progression of video on demand to the handheld devices, almost instantaneous photo posting to social media platforms, and “as it happened” citizen reporters are just three examples of recent and fast changes in media communications. To realize our vision, we must evolve.

“Attempting to convey a clear picture of the modern media landscape is like trying to draw a hurricane from within the storm.”

The Information Needs of Communities: The changing media landscape in a broadband age, FCC Report, July 2011

KEY CHALLENGES

- DMA develops its products and services in stovepipes with an unstructured approach to problem solving.
- Some of DMA’s products and services struggle to keep up with the current pace of change in the socio cultural and technological environments.
- DMA does not collaborate with other federal agencies to better understand the media and information landscape.
- DMA’s current approach to communications is centered on our headquarters and does not empower our global capabilities.

MAJOR ELEMENTS OF THE GOAL

Agility. Make it easier to change when we have determined it is right to do so.

Creativity. Foster a creative workplace environment which is the heart of change.

Engagement. Engage with our clients and audiences at all levels.

Innovation. Constantly seek better ways and means to improve our products and services.

Relevancy and Timeliness. Reach the right audience with the right service/product at the right time.

GOAL OWNER

The Chief Operating Officer (COO) provides direction with support from all of the DMA components.



CONTRIBUTING PROGRAMS

All DMA Mission and Support Programs contribute to this goal.

SUCCESS MEASURES

- DMA has an Emerging Media Communications program that delivers usable capabilities to DMA programs through an efficient, effective and economical evaluation capability.
- DMA is a valued partner in the federal government discussion on the media communication needs of the public.



- DMA is executing a 24-hour conversation that responds to our audiences in a timely manner with a consistent, valuable message.

Table 1. *DMA Goal Summary*

Goals	Goal Owner/Supporting	DoD Program Elements
1. Make DMA the best place to work in DoD.	CHCO/Managers, Senior Officers, Senior Enlisted Advisor, Operating Component Heads, DME0	Other Support
2. Transform the way DMA does business.	DCMO/CITO, Operating Component Heads, Managers	DMA- Communication & Information, Management Headquarters, & Other Support
3. Promote awareness and value of the DMA family of brands.	CMO/ DCMO, Operating Component Heads, Managers	DMA- Communication & Information, Management Headquarters, & Other Support
4. Evolve how we converse with global audiences	COO/All DMA	All Program Elements



GOALS SUMMARY

Table 1 summarizes the goals, owners, and supporting programs.

SECTION 3: IMPLEMENTATION

In the Introduction we provided relevant information on DMA that set the stage for our Strategy in Section 2. Our Strategy outlined what we want to achieve in the long-term so we can realize our vision. To accomplish our goals, we must put the Strategic Plan into action. We accomplish this via DMA Strategic Management, which is based on a four year cycle with annual performance plans. We use a Strategic Management Framework to synchronize our strategic planning, budgeting, performance execution and stakeholder engagement for the

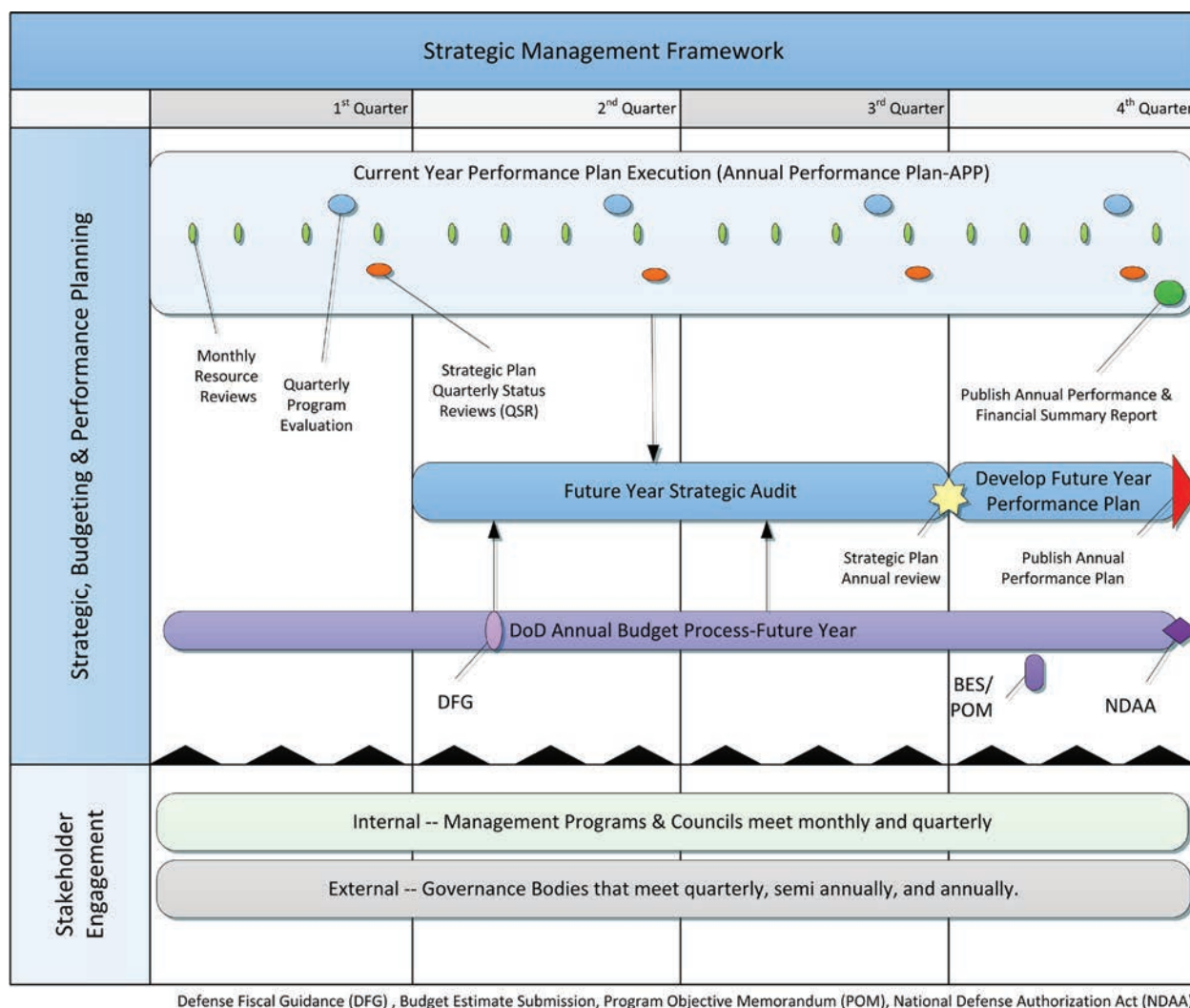


Figure 4. DMA Strategic Management Framework

long-run performance of DMA. Figure 4 depicts our framework.

STRATEGIC PLANNING

We perform strategic planning via a four-phase process: Environmental Scanning & Analysis, Strategy Development, Strategy Implementation, and Performance Monitoring. We use continuous feedback via monthly, quarterly, and annual reviews as well as employee and manager engagements. Furthermore, our governance process provides continuous feedback from our external stakeholders. Figure 5 depicts the process.

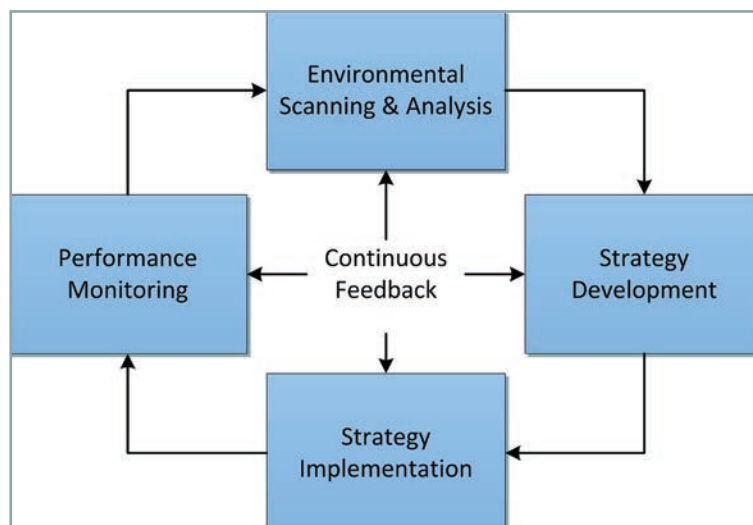


Figure 5. DMA Strategic Planning Process

ENVIRONMENTAL ANALYSIS

The Introduction section provided a summary of our environmental analysis performed for this plan. We accomplish in-depth analysis during the development of every four-year strategic plan, but we also perform analysis each year as a part of our annual strategic assessment, which is discussed later in this section. We analyze current conditions to determine factors that impact mission execution and to identify trends that support future year planning.

STRATEGY DEVELOPMENT

The environmental analysis is used to evaluate our mission, programs, policies and current goals. We make adjustments as required, and if needed, create new goals that use our organizational strengths and external opportunities to overcome challenges. This DMA Strategic Plan FY14-17 is the result of our strategy development.

STRATEGY IMPLEMENTATION

Our strategy is implemented via our programs, budgets and procedures which are outlined in the Strategic Management Framework and discussed in the Performance Execution paragraph.

MONITORING, EVALUATION, & CONTROL

We monitor our activities and performance results to determine if our actual performance is meeting our desired performance. This portion of our strategic planning process is also depicted in the Strategic Management Framework and discussed throughout the rest of the **Performance Execution** paragraph.



BUDGETING

DMA follows the DoD Planning, Programming, Budgeting and Execution (PPBE) process. We derive our future year budget from the Defense Fiscal Guidance (DFG) as depicted in the Strategic Management Framework. We use the DFG in our strategic assessment for the future year performance plan development. Based on this guidance, we adjust our programs and yearly performance plan. We execute the final budget per the National Defense Authorization Act (NDAA) or if required, via a Continuing Resolution (CR). Finally, we forecast our out-year program requirements in the DoD Budget Estimate Submission (BES) and the Program Objective Memorandum (POM).

PERFORMANCE EXECUTION

Our performance execution begins when the implementation of our Annual Performance Plan (APP), which is the yearly action plan for our Programs. The APP is dependent upon the annual budget from the NDAA or CR. The APP identifies resources allocated to our programs which directly support our primary mission and five mission areas. As depicted in the Strategic Management Framework, we execute the APP through processes that track resource management and program execution and synchronize strategic assessment information and stakeholder engagement feedback. Additionally, the APP outlines the yearly Objectives which we use to achieve our multi-year Goals. We publish the APP with our annual objectives in September every year.

The DMA components are also required to develop component-level action plans and in the case of the Defense Information School and Stars and Stripes, a subordinate strategic plan. These plans support the DMA Strategic Plan via goals and objectives that support DMA Programs and Goals. It is important to note that DMA's strategy is in no way intended to intrude upon Stars and Stripes' editorial independence. We believe this uniquely American approach to keeping our military forces informed should be safeguarded. Find more information on Stars and Stripes in Appendix B.

"Aligning our actions with our words is a shared responsibility that must be fostered by a culture of communication throughout government."

National Security Strategy, 2010

MONTHLY RESOURCE REVIEWS

We perform monthly reviews of our fiscal and manpower resources via the DMA Resource Board (DRB). The DRB is an internal governance process whereby the Program Managers may identify issues to the Chair and board for consideration. The Chair provides the Director recommendations for decision. The decisions are implemented into performance execution as required.

QUARTERLY REVIEWS

We perform quarterly reviews of our programs and goals, which are accomplished separately. First, our quarterly Program Evaluations focus on the execution of all Mission and Support Programs. These evaluations are metrics-based at the service and product level. DMA Leadership uses this separate review as an opportunity



to check detail progress of the Mission Programs in relationship to our mission and five mission areas as well as information on the execution of the Support Programs. DMA leaders may take management actions based quarterly results to ensure proper mission execution.

We use the Quarterly Status Reviews (QSR) to evaluate execution of our FY Objectives. While the DRB and Program Evaluations are near-term focused, leadership uses the QSR as the venue to check the status of the objectives against the multi-year goals for our long-term performance planning. The QSR is the connection between the current year APP and the Future Year APP planning.

ANNUAL STRATEGIC ASSESSMENT

The DMA annual strategic assessment is a condensed version of our strategic planning process that focuses on the current year environmental assessment, program execution, resource reviews, budget input and stakeholder feedback. The annual assessment is an important part of the Strategic Management Framework as it provides leadership the near-term picture of DMA's performance. Consequently, information from the annual assessments is important historical data leadership uses for trend analysis when shaping yearly the objectives and multi-year goals. We perform an annual Strategic Plan Review at the end of the FY 3rd quarter. We take the results from our strategic audit, program evaluations, and QSRs and information on the future year budget to develop the next year's APP.

ANNUAL PERFORMANCE & FINANCIAL SUMMARY

The Annual Performance & Financial Summary is our report card to the stakeholders. Our summary provides stakeholders a transparent look at what we actually did during the fiscal year. We ensure the report highlights any relevant changes from the subject APP that may have come about due to unforeseen circumstance such as budget changes or mission priority shifts. We publish the Annual Performance & Financial Summary each September in conjunction with the next fiscal year APP.

STAKEHOLDER ENGAGEMENT

The most critical part of our implementation is communication. We utilize a robust governance process to engage our stakeholders, both internally and externally. But we also use numerous other communication channels to get information on DMA's strategy and action plan to our people. First, we schedule the Director's quarterly Town Hall to occur after the QSR so we can provide immediate feedback to DMA. Furthermore, we include updates in the DMA monthly Newsletter so we can keep the conversation relevant. Finally, we have an internal DMA Strategic Plan website that is updated on an ongoing basis. A dedicated, consistent communication plan is essential for our success.



SUMMARY

The future of DMA is dependent upon effective leadership and sound strategic planning. We embrace our rich history, recognize who we are today, but understand where we need to go. We must always look at the external environment to realize the opportunities and challenges that must be considered for long-range planning. But we are also aware that our internal strengths and challenges play a significant role in our future. We must efficiently manage our resources to accomplish our mission through effective execution of our programs. Our stakeholders should hold us accountable so we can continuously improve our performance and remain transparent. Finally, we will collaborate, communicate and learn as individuals, teams and an organization to realize our vision for the future.

“From the birth of our liberty, America has had faith in the future—a belief that where we’re going is better than where we’ve been, even when the path ahead is uncertain. To fulfill that promise, generations of Americans have built upon the foundation of our forefathers—fining opportunity, fighting injustice, and forging a more perfect Union. We have also created webs of commerce, supported an international architecture of laws and institutions, and spilled American blood in foreign lands—not to build an empire, but to shape a world in which more individuals and nations could determine their own destiny, and live with the peace and dignity that they deserve.”

National Security Strategy, 2010





APPENDIX A—DOD PROGRAM ELEMENTS

Program Elements	Description
DMA - Communication and Information	Includes the electronic communications and information technology costs identifiable to the operation of all activities of the Directorate for Defense Media Activity, OASD (PA).
Media and Visual Information	Includes manpower authorizations, peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the provision of media and visual information products to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; web and related emerging internet, mobile, and other communication technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.
Independent News Products	Includes manpower authorizations, peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the Stars and Stripes daily newspaper, providing readers adequate independent news and information to exercise their 1st Amendment rights as citizens of the United States through all available media, including print and related emerging internet communication technologies. Audience includes internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences.
Overseas Radio and Television Information	Includes manpower authorizations, peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to American Forces Radio and Television Service (AFRTS) which provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve military service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and to other authorized users.
Management Headquarters	Includes manpower authorizations, peculiar and support equipment, necessary facilities and the associated costs specifically identified and measurable to the mission direction and control function of the Defense Media Activity, OASD (PA) as defined in DoD Instruction 5100.73 of December 1, 2007.
Defense Information School	Includes manpower authorizations, peculiar and support equipment, necessary facilities, and the associated costs specially identified and measurable to the operation and direct support of joint-service training to Defense personnel in the career fields of Public Affairs and Visual information under direct cognizance of the Defense Media Activity, OASD(PA).
Support	A DMA program that performs activities in support of DMA mission programs such as acquisition & procurement, human resource support, workforce development, logistics, financial services, and others.





APPENDIX B—STARS AND STRIPES INFORMATION

Stars and Stripes is a Department of Defense-authorized daily newspaper distributed overseas for the U.S. military community. Editorially independent of interference from outside its own editorial chain-of-command, it provides commercially available U.S. and world news and objective staff-produced stories relevant to the military community in a balanced, fair, and accurate manner. By keeping its audience informed, Stars and Stripes enhances military readiness and better enables U.S. military personnel and their families stationed overseas to exercise their responsibilities of citizenship. (Source: Revised DoD Directive 5122.11)

More information about Stars and Stripes is available at <http://www.stripes.com/>.



Information Request

DMA is located at Defense Media Activity, 6700 Taylor Avenue, Fort Meade, MD 20755

For information about this strategic plan, please contact DMA at (301) 222-6000 or (DSN) 733-6000 or email at dma.info@dma.mil.

www.dma.mil

DMA Strategic Plan
Fiscal Years
2014-2017
www.dma.mil



Defense Media Activity
August 2013



DEFENSE MEDIA ACTIVITY
STRATEGIC PLAN FY 2014-17